

To: Darwin, Henry[darwin.henry@epa.gov]; DeBell, Kevin[debell.kevin@epa.gov]
Cc: McIlwain, Serena[McIlwain.Serena@epa.gov]; Poole, Laura[Poole.Laura@epa.gov]
From: Saltman, Tamara
Sent: Wed 1/24/2018 8:14:44 PM
Subject: RE: andon: agency FOIA - one more question

good to know. thanks

From: Darwin, Henry
Sent: Wednesday, January 24, 2018 3:11 PM
To: Saltman, Tamara <Saltman.Tamara@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: RE: andon: agency FOIA - one more question

OK, but it's not a strong preference.

Thanks again.

Henry

From: Saltman, Tamara
Sent: Wednesday, January 24, 2018 3:09 PM
To: Darwin, Henry <darwin.henry@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: RE: andon: agency FOIA - one more question

Greg's argument is that he thinks people shut down and don't give their best work after 3 days, and that EPA people don't need as much time to grasp complicated things. The EPA folks in the room were happy with that because they don't want to ask people to travel on a holiday if the facilitator is telling them it's not necessary.

I don't completely disagree with any of that, but I have wished for more time far more often than for less. And if you get done with the process part, you can always get started on templates, checklists, or whatever standard work the team does have control over and can implement right away.

I will argue again for 4 days, and indicate that's your preference.

Tamara

From: Darwin, Henry
Sent: Wednesday, January 24, 2018 3:02 PM
To: Saltman, Tamara <Saltman.Tamara@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: RE: andon: agency FOIA - one more question

If were to schedule the event for the week of February 19, why would it be 3 days instead of 4? It would seem to me that 4 days in that week would be a pretty fair compromise.

Otherwise, I am good with plan. Thank you Tamara for keeping involved and keeping them moving forward.

Henry

From: Saltman, Tamara
Sent: Wednesday, January 24, 2018 2:41 PM
To: DeBell, Kevin <debell.kevin@epa.gov>; Darwin, Henry <darwin.henry@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: RE: andon: agency FOIA - one more question

Yes! thank you.

From: DeBell, Kevin
Sent: Wednesday, January 24, 2018 2:41 PM
To: Saltman, Tamara <Saltman.Tamara@epa.gov>; Darwin, Henry <darwin.henry@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: RE: andon: agency FOIA - one more question

Just to make sure we're all on the same page, that last date should be Feb 26, not Jan 26.

From: Saltman, Tamara
Sent: Wednesday, January 24, 2018 2:39 PM
To: Darwin, Henry <darwin.henry@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: RE: andon: agency FOIA - one more question

Henry,

I met with the Agency FOIA team and Greg Sieber at noon today on Greg's break from his event this week. He recommends the following plan and both OEI and OGC support it.

First, Greg would like to send one of his master black belts over this week to help Kevin Minoli's existing team over the finish line with the AO on a new "awareness review/clearance" step in the process. This last phase of the FOIA process is a source of significant delay in meeting the goals (there is data on this as well as anecdotes). They are reportedly most of the way there, and OGC and OEI agree it would be helpful. I agree as well, and I don't think it steps on the team's toes because it wasn't a part most of them have any role in or control over.

Second, Greg will facilitate an event the week of February 19th. He believes that in 3 days that week he can get the event team already identified through to the following outcomes for the

entire scope of the process (FOIA received through response completed):

- ID performance metrics
- ID critical to success factors
- Lay out key components of the new process
- ID solutions, and for those solutions identify what the team can start work on right away, prioritization, and the likely impact of the changes, as well as what needs additional senior leadership decisions in order to implement
- Huddle board
- Fleshed out the plan for after the event implementation (e.g. what follow-up activities need to happen and whether other events are indicated for specific pieces)

Third, the team is close sending out invites for the Feb event. Kevin DeBell sent me a note earlier saying you just wanted to review the team members and that Kevin Minoli can send the invites. I'll let them know. I expect they can get you that before the end of this week, and invites can follow shortly after.

Ex. 5 - Deliberative Process

Let me know if this is OK, or we need to discuss anything further.

Tamara

From: Darwin, Henry
Sent: Tuesday, January 23, 2018 12:26 PM
To: DeBell, Kevin <debell.kevin@epa.gov>
Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Saltman, Tamara <Saltman.Tamara@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>
Subject: FW: andon: agency FOIA

I think we should reschedule. I will take care of the accountability for the needing to change part, but I have every reason to trust Tamara's evaluation of the situation. It sounds like the best

approach will be to pick a date later in February. Can you please check with Greg through Eric to see what works for him?

Thanks

Henry

From: Saltman, Tamara

Sent: Tuesday, January 23, 2018 12:21 PM

To: Darwin, Henry <darwin.henry@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>

Cc: McIlwain, Serena <McIlwain.Serena@epa.gov>; Poole, Laura <Poole.Laura@epa.gov>

Subject: andon: agency FOIA

I need some guidance on how to proceed with this team. After a slow start finding the right people to talk to, I now feel that I more or less know what is going on with the team and what prep work has already been completed.

They have done some really good work and have a broadly representative team with a clear scope they all agree on, the right representation, and a communications plan that has been somewhat implemented. Many of them are eager to get going. The trifecta of a changeover in coach and management right before the event, however, has been very disruptive. In particular, no one on the team has yet been notified that Feb 5th was even a possibility, let alone been asked to clear their calendars or make travel arrangements.

Both the old (OEI) and the new (OGC) process owners, and every team member I talked to, would like to schedule the event later in February to allow the team members a little more time to clear their calendars and, in the case of those traveling to DC from Regions, make the necessary arrangements at home to be gone for 5 days.

I have sympathy for this concern. I worry that if we do proceed with the 5th it will make the team's work harder down the line because they will miss some key people.

I am not hearing any hesitation from the team members or managers that I spoke with about the need to do this promptly, and got recommendations for alternate weeks mostly in February.

If you decide to proceed on the 5th, I may need to follow up with a scope question. If they postpone a couple of weeks I am sure it can be worked out; if not I think I can work it out but may need some additional assistance.

I'm happy to talk more if needed.

Tamara